

EXHIBIT 147

Fortifying Fundamentals Sustaining Growth



Key Personnel

Overseas Operational Centres

Arab Heavy Industries PJSC
Leong Yew Kong
 Managing Director

Chan Lim Hong
 General Manager

Shui Yee Siang
 Finance & Administration Manager

Bintan Offshore
Herman Effendy
 General Manager

Keppel Philippines Marine, Inc
Toh Ko Lin
 President

Agnes Barbara L. Lorenzo
 Vice President
 (Administration & Finance)

Keppel Batangas Shipyard
Poh Leong Kok
 Senior Vice President

Goh Chee Hian, Kelvin
 Vice President

Subic Shipyard & Engineering, Inc.
Mok Kim Whang
 President

Froilan dela Cruz
 Vice President
 (Commercial & Marketing)

Keppel Offshore & Marine USA Inc
Chow Yew Yuen
 President, The Americas

Cheung Tak On
 Vice President, Technology

Simon Lee
 Vice President, Projects

Yeong Wai Seng
 Vice President (Special Projects) &
 General Manager (Floating Production
 Systems)

Keppel AmFELS Inc
Tan Geok Seng
 President & Chief Executive Officer

Jim Lim
 Chief Financial Officer

Eric Phua
 Vice President, Commercial

Juan Cruz
 Vice President, Production

Gilbert Elizondo
 Vice President, Human Resources

Keppel FELS Brasil SA
Kwok Kai Choong
 President & Chief Executive Officer

Tommy Sam
 Vice President & Chief Financial Officer

Alceu Mariano
 Institutional Relations Director

Gilberto Israel
 Commercial Director

BrasFELS SA
Kwok Kai Choong
 President

Edmundo Santos
 Operations Director

Keppel Verolme BV
Harold Linssen
 Managing Director

Jerald Lee
 Chief Financial Officer

Keppel Kazakhstan LLP
Yick Ping Wong
 Executive Director,
 Keppel O&M (Caspian)

Anil Kumar Sultan
 Executive Vice President

Lim Ah Beng
 Assistant General Director

Matthew Kok
 Chief Financial Officer

Venera Nurmukhametova
 Head of Administrative Department

Caspian Shipyard Company Ltd
Yan Naing Myint
 President

Gurbanov Elshan
 Chief Financial Officer

Lau Kuat Pin
 Vice President, Technical

Edward Low
 Commercial Manager

Keppel Norway AS
Steinar Haugen
 President

Gunnar Larsen
 Chief Financial Officer

Keppel Nantong Shipyard
Company Limited
Lee Tai Kwee
 President

Wong Phuay Cheng
 Vice President (Operations)

Wong Wei Kei
 Vice President
 (Finance & Administration)

Nakilat-Keppel Offshore
& Marine Ltd
Yong Chee Min
 Chief Executive Officer

Albert Kee
 General Manager (Operations)

Kok Boon Heng
 General Manager (Projects)

Regency Steel Japan
Chong Woei Siong
 President

Hatano Shigeyuki
 Chief Operating Officer

Ang Chee Peng
 Chief Financial Officer

Keppel Offshore & Marine

Building Strengths

Defining Distinction

Perfecting Execution ■ Advancing Innovation ■ Empowering People

Key Personnel

OVERSEAS OPERATIONAL CENTRES

Arab Heavy Industries PJSC

Jimmy Loh
Managing Director

Chan Lim Hong

General Manager

Shui Yee Siang

Finance & Administration Manager

Bintan Offshore

Herman Effendi
General Manager

Keppel Philippines Marine, Inc

Toh Ko Lin
President

Agnes Barbara L. Lorenzo

Vice President
(Administration & Finance)

Keppel Batangas Shipyard

Poh Leong Kok
Senior Vice President

Goh Chee Hian, Kelvin

Senior Vice President

Keppel Subic Shipyard, Inc

Mok Kim Whang
President

Froilan dela Cruz

Vice President
(Commercial & Marketing)

Keppel Offshore & Marine USA Inc

Chow Yew Yuen
President, The Americas

Cheung Tak On

Vice President (Technology)

Simon Lee

Vice President (Projects)

Yeong Wai Seng

Vice President (Special Projects) &
General Manager (Floating Production
Systems)

Keppel AmFELS Inc

Tan Geok Seng

President & Chief Executive Officer

Albert Garcia

Financial Controller

Eric Phua

Vice President, Commercial

Juan Cruz

Vice President (Production
and Engineering)

Gilbert Elizondo

Vice President (Human Resources)

Keppel FELS Brasil Group

Kwok Kai Choong
President & Chief Executive Officer

Tommy Sam

Vice President

Gilberto Israel

Commercial Director

Jerald Lee

Chief Financial Officer

Alceu Mariano

Institutional Relations Director

Edmundo Santos

Operations Director

Keppel Verolme BV

Harold Linssen

Managing Director

Wong Wei Kei

Chief Financial Officer

Keppel Kazakhstan LLP

Yick Ping Wong

General Director

Anil Kumar Sultan

Executive Vice President

Lim Ah Beng

Assistant General Director

Chow Wai Hoong

Chief Financial Officer

Venera Nurmukhametova

Head of Administrative Department

Caspian Shipyard Company Ltd

Yan Naing Myint
President

Lau Kuat Pin

Vice President

Elshan Gurbanov

Chief Financial Officer

Edward Low

Commercial Manager

Keppel Norway AS

Roy Sletten
Acting CEO

Gunnar Larsen

Chief Financial Officer

Keppel Nantong Shipyard

Company Limited

Lee Tai Kwee

President

Wong Phuay Cheng

Vice President (Operations)

Li Gang

Vice President (Commercial)

Ben Ang

Vice President (Finance)

Nakilat-Keppel Offshore

& Marine Ltd

Abu Bakar Mohd Nor

Chief Executive Officer

Albert Kee

General Manager (Operations)

Regency Steel Japan

Wong Chun Yu

President

Hatano Shigeyuki

Chief Operating Officer

Keppel Singmarine Brasil

Hoe Eng Hock

Executive Director

Tan Chong Kee

General Manager

DEFINITIVELY KEPPEL



REPORT TO STAKEHOLDERS 2011

KEY PERSONNEL

Overseas Operational Centres			
ARAB HEAVY INDUSTRIES PJSC JIMMY LOH Managing Director	ALBERT GARCIA Financial Controller	LAU KUAT PIN Vice President	
CHAN LIM HONG General Manager	ERIC PHUA Vice President (Commercial)	ELSHAN GURBANOV Chief Financial Officer	
PT BINTAN OFFSHORE KOK BOON HENG General Manager	JUAN CRUZ Vice President (Operations and Engineering)	KEPPEL NORWAY AS ROY SLETTEN Acting CEO	
KEPPEL PHILIPPINES MARINE, INC MOK KIM WHANG President	KEPPEL FELS BRASIL GROUP KWOK KAI CHOONG President & Chief Executive Officer	DANNY ANG Chief Financial Officer	
STEFAN TONG Executive Vice President	TOMMY SAM Vice President	KEPPEL NANTONG SHIPYARD CO. LTD LEE TAI KWEE President	
AGNES BARBARA L. LORENZO Vice President (Administration & Finance)	GILBERTO ISRAEL Commercial Director	EDMUND LEK Deputy President	
KEPPEL BATANGAS SHIPYARD, INC POH LEONG KOK Senior Vice President	JERALD LEE Chief Financial Officer	WONG PHUAY CHENG Vice President (Operations)	
KEPPEL SUBIC SHIPYARD, INC MOK KIM WHANG President & General Manager	ALCEU MARIANO Institutional Director	LI GANG Vice President (Commercial)	
LEONG KOK WENG Senior Vice President	EDMUNDO SANTOS Operations Director	BEN ANG Vice President (Finance)	
FROILAN DELA CRUZ Vice President (Commercial & Marketing)	LOW TIAU TONG Assistant Operations Director	NAKILAT-KEPPEL OFFSHORE & MARINE LTD ABU BAKAR MOHD NOR Chief Executive Officer	
KEPPEL OFFSHORE & MARINE USA, INC TOMMY SAM Vice President	KEPPEL VEROLME BV HAROLD LINSEN Managing Director	ALBERT KEE General Manager (Operations)	
CHEUNG TAK ON Vice President (Technology)	WONG WEI KEI Chief Financial Officer	REGENCY STEEL JAPAN LTD WONG CHUN YU President	
SIMON LEE Vice President (Projects)	KEPPEL KAZAKHSTAN LLP YICK PING WONG Executive Director	SHIGEYUKI HATANO Chief Operating Officer	
KEPPEL AMFELS, LLC TAN GEOK SENG President & Chief Executive Officer	ANIL KUMAR SULTAN Executive Vice President	KEPPEL SINGMARINE BRASIL LTDA HOE ENG HOCK Executive Director	
GILBERT ELIZONDO Vice President (Human Resources)	LIM AH BENG Assistant General Director	TAN CHONG KEE General Manager	
	CHOW WAI HOONG Chief Financial Officer	BAKU SHIPYARD LLC DAVID LOH General Manager	
	CASPIAN SHIPYARD COMPANY LTD CHANDRU SIRUMAL RAJWANI President		



SHAPING THE FUTURE

Report to Stakeholders 2012



KEY PERSONNEL

OVERSEAS OPERATIONAL CENTRES

ARAB HEAVY INDUSTRIES PJSC

JIMMY LOH
Managing Director

CHAN LIM HONG
General Manager

PT BINTAN OFFSHORE
NAM YAU CHAI
General Manager

KEPPEL PHILLIPINES MARINE, INC
TOH KO LIN
President

STEFAN TONG
Executive Vice President

AGNES BARBARA L. LORENZO
Senior Vice President
(Finance & Administration)

KEPPEL BATANGAS SHIPYARD, INC
POH LEONG KOK
President

KEPPEL SUBIC SHIPYARD, INC
LEONG KOK WENG
President

FROILAN DELA CRUZ
Vice President
(Commercial & Marketing)

KEPPEL OFFSHORE & MARINE USA, INC
TAN GEOK SENG
President

TOMMY SAM
Vice President

CHEUNG TAK ON
Vice President (Technology)

KEPPEL AMFELS, LLC
TAN GEOK SENG
President & Chief Executive Officer

ERIC PHUA
Vice President (Commercial)

GILBERTO ELIZONDO
Vice President (Human Resources)

ALBERT GARCIA
Financial Controller

JUAN CRUZ
Vice President (Operations)

KEPPEL FELS BRASIL S.A.
KWOK KAI CHOONG
President & Chief Executive Officer

TOMMY SAM
Vice President

SIMON LEE
Vice President (Operations)

GILBERTO ISRAEL
Commercial Director

JERALD LEE
Chief Financial Officer

ALCEU MARIANO
Institutional Relations Director

LUIZ CAETANO
Operations Director

KARINA STOFF
Legal and HR Director

LOW TIAU TONG
Director (Special Projects)

LEWIS LIANG KUN
General Manager (Projects)

KEPPEL VEROLME BV
HAROLD LINSSEN
Managing Director

WONG WEI KEI
Chief Financial Officer

KEPPEL KAZAKHSTAN LLP
YICK PING WONG
General Director

ANIL KUMAR SULTAN
Executive Vice President

KOK BOON HENG
Assistant General Director

CHOW WAI HOONG
Chief Financial Officer

CASPIAN SHIPYARD COMPANY LTD
CHANDRU SIRUMAL RAJWANI
President

LAU KUAT PIN
Vice President

ELSHAN GURBANOV
Chief Financial Officer

KEPPEL NANTONG SHIPYARD CO. LTD
EDMUND LEK
President

WONG PHUAY CHENG
Vice President (Operations)

LI GANG
Vice President (Commercial)

BEN ANG
Vice President (Finance)

NAKILAT-KEPPEL OFFSHORE & MARINE LTD
ABU BAKAR MOHD NOR
Chief Executive Officer

ALBERT KEE
General Manager (Operations)

REGENCY STEEL JAPAN LTD
WONG CHUN YU
President

SHIGEYUKI HATANO
Chief Operating Officer

KEPPEL SINGMARINE BRASIL LTDA
HOE ENG HOCK
Executive Director

TAN CHONG KEE
General Manager

BAKU SHIPYARD LLC
DAVID LOH
General Manager



CONFIGURED FOR GROWTH

Report to Stakeholders 2013



Key Personnel

► OVERSEAS OPERATIONAL CENTRES

ArabHeavy Industries PJSC
JIMMY LOH
MANAGING DIRECTOR

CHAN LIM HONG
GENERAL MANAGER

ADRIAN KWAN
ADMINISTRATOR AND
FINANCIAL CONTROLLER

PT Bintan Offshore
THOMSON HALIM
ASSISTANT GENERAL MANAGER

Keppel Phillipines Marine, Inc
TOH KO LIN
PRESIDENT

STEFAN TONG
EXECUTIVE VICE PRESIDENT

AGNES BARBARA L. LORENZO
SENIOR VICE PRESIDENT
(FINANCE & ADMINISTRATION)

Keppel Batangas Shipyard
LEONG SIEW LOON
PRESIDENT

Keppel Subic Shipyard, Inc
LEONG KOK WENG
PRESIDENT

FROILAN DELA CRUZ
VICE PRESIDENT
(COMMERCIAL & MARKETING)

Keppel Offshore & Marine USA, Inc
TOMMY SAM
VICE PRESIDENT

CHEUNG TAK ON
VICE PRESIDENT
(TECHNOLOGY)

Keppel AmFELS, LLC
SIMON LEE
PRESIDENT

ERIC PHUA
VICE PRESIDENT
(COMMERCIAL)

TOMMY SAM
CHIEF FINANCIAL OFFICER

TOM MCCOY
VICE PRESIDENT
(PRODUCTION)

Keppel FELS Brasil S.A.
KWOK KAI CHOONG
PRESIDENT & CHIEF EXECUTIVE
OFFICER

TOMMY SAM
VICE PRESIDENT

GILBERTO ISRAEL
COMMERCIAL DIRECTOR

LOW HAN KIAT
CHIEF FINANCIAL OFFICER

ALCEU MARIANO
INSTITUTIONAL RELATIONS
DIRECTOR

LUIZ CAETANO
OPERATIONS DIRECTOR

KARINA STOFF
LEGAL AND HR DIRECTOR

LOW TIAU TONG
DIRECTOR
(SPECIAL PROJECTS)

LEWIS LIANG KUN
GENERAL MANAGER
(PROJECTS)

Keppel Verolme BV
HAROLD LINSEN
MANAGING DIRECTOR

WONG WEI KEI
CHIEF FINANCIAL OFFICER

Caspian Shipyard Company Ltd
CHANDRU SIRUMAL RAJWANI
PRESIDENT

LAU KUAT PIN
EXECUTIVE VICE PRESIDENT

ELSHAN GURBANOV
CHIEF FINANCIAL OFFICER

Keppel Nantong Shipyard Co. Ltd
Keppel Nantong Heavy Industry Co. Ltd
EDMUND LEK
PRESIDENT

WONG PHUAY CHENG
VICE PRESIDENT
(OPERATIONS)

LI GANG
VICE PRESIDENT
(COMMERCIAL)

DANNY ANG
VICE PRESIDENT
(FINANCE)

Nakilat-Keppel Offshore & Marine Ltd
ABU BAKAR MOHD NOR
CHIEF EXECUTIVE OFFICER

ALBERT KEE
GENERAL MANAGER
(OPERATIONS)

Regency Steel Japan Ltd
WONG CHUN YU
PRESIDENT

SHIGEYUKI HATANO
CHIEF OPERATING OFFICER

Keppel Singmarine Brasil Ltda
HOE ENG HOCK
EXECUTIVE DIRECTOR

LEE YOUNG HOONG
GENERAL MANAGER

Baku Shipyard LLC
LAM KHEE CHONG
PRESIDENT/GENERAL MANAGER

AGILITY

Leveraging Innovation

Report to
Stakeholders
2014

Keppel Offshore & Marine

Key Personnel

OVERSEAS OPERATIONAL CENTRES	Keppel FELS Brasil S.A. Kwok Kai Choong PRESIDENT AND CHIEF EXECUTIVE OFFICER	Keppel Nantong Shipyard Co. Ltd Keppel Nantong Heavy Industry Co. Ltd Edmund Lek PRESIDENT
Arab Heavy Industries PJSC Leong Siew Loon MANAGING DIRECTOR	Tommy Sam VICE PRESIDENT	Wong Phuay Cheng VICE PRESIDENT Operations
PT Bintan Offshore Thomson Halim GENERAL MANAGER	Marlin Khiew VICE PRESIDENT Operations	Li Gang VICE PRESIDENT Commercial
Keppel Philippines Marine, Inc Toh Ko Lin PRESIDENT	Gilberto Israel COMMERCIAL DIRECTOR	Lim Kok Hwee VICE PRESIDENT Finance
Stefan Tong Wai Mun EXECUTIVE VICE PRESIDENT	Low Han Kiat CHIEF FINANCIAL OFFICER	Nakilat-Keppel Offshore & Marine Ltd Chandru Sirumal Rajwani CHIEF EXECUTIVE OFFICER
Keppel Batangas Shipyard Tan Geok Seng GENERAL MANAGER	Alceu Mariano INSTITUTIONAL RELATIONS DIRECTOR	Albert Kee GENERAL MANAGER Operations
Ramon M. Cornelia VICE PRESIDENT Operations	Luiz Caetano OPERATIONS DIRECTOR	Regency Steel Japan Ltd Wong Chun Yu PRESIDENT
Keppel Subic Shipyard, Inc Leong Kok Weng PRESIDENT	Karina Stoff LEGAL AND HR DIRECTOR	Shigeyuki Hatano CHIEF OPERATING OFFICER
Leong Chee Wah, Spencer GENERAL MANAGER	Low Tiau Tong DIRECTOR Special Projects	Keppel Singmarine Brasil Ltda Loh Kee Huat GENERAL MANAGER
Keppel Offshore & Marine USA, Inc Tommy Sam CHIEF FINANCIAL OFFICER Americas	Keppel Verolme BV Harold Linssen MANAGING DIRECTOR	Baku Shipyard LLC Lam Khee Chong PRESIDENT/GENERAL MANAGER
Cheung Tak On VICE PRESIDENT Technology	Wong Wei Kei CHIEF FINANCIAL OFFICER	
Keppel AmFELS, LLC Simon Lee PRESIDENT	Caspian Shipyard Company Ltd Lau Kuat Pin CHIEF EXECUTIVE OFFICER	
Eric Phua VICE PRESIDENT Commercial	Elshan Gurbanov CHIEF FINANCIAL OFFICER	
Tom McCoy VICE PRESIDENT Production		
Dennis Tan VICE PRESIDENT Finance		



Harnessing Strengths

Report to Stakeholders 2015

Key Personnel

Overseas Operational Centres

Arab Heavy Industries PR.J.S.C

Leong Siew Loon
Managing Director

PT Bintan Offshore

Thomson Halim
General Manager

Keppel Philippines Marine, Inc

Chor How Jat
Chairman

Leong Kok Weng
President

Stefan Tong Wai Mun
Executive Vice President

Keppel Batangas Shipyard, Inc

Tan Geok Seng
General Manager

Keppel Subic Shipyard, Inc

Leong Kok Weng
President

Spencer Leong Chee Wah
General Manager

Keppel Offshore & Marine USA, Inc

Lai Ching Chuan
President

Tommy Sam Yuin Sing
Vice President

Cheung Tak On
Vice President
Technology

Keppel AmFELS, LLC
Simon Lee Kim Foong
President

Eric Phua Hwan Khoon
Vice President
Commercial

Tom McCoy
Vice President
Production

Dennis Tan Boon Wei
Vice President
Finance

Keppel FELS Brasil S.A.
Kwok Kai Choong
President and
Chief Executive Officer

Tommy Sam Yuin Sing
Vice President

Samuel Wong Chung Han
Chief Financial Officer

Gilberto Israel
Commercial Director

Karina Stoff Fonseca Mendonca
Legal and HR Director

Alceu Mariano De Melo Souza
Institutional Relations Director

Estaleiro BrasFELS Ltda
Marlin Khiew Huey Kang
President

Luiz Carlos Caetano Dos Santos
Operations Director

Keppel Verolme BV
Harold W.M. Linssen
Managing Director

Gurbanov Elshan
Chief Financial Officer

Caspian Shipyard Company, LLC
Lau Kuat Pin
Chief Executive Officer

Keppel Nantong Shipyard Co. Ltd
Keppel Nantong Heavy Industry Co. Ltd

Edmund Lek Hwee Chong
President

Wong Phuay Cheng
Vice President
Operations

David Lim Kok Hwee
Vice President
Finance

Li Gang
Vice President
Commercial (Keppel Nantong
Shipyard Co. Ltd)

Lewis Liang Kun
Vice President
Commercial (Keppel Nantong Heavy
Industry Co. Ltd)

Nakilat-Keppel Offshore & Marine Ltd
Chandru Sirumal Rajwani
Chief Executive Officer

Felix Allen Jerome
General Manager
Operations

Regency Steel Japan Ltd
Wong Chun Yu
President

Naoya Hachigoh
Chief Operating Officer

Keppel Singmarine Brasil Ltda
Loh Kee Huat
General Manager

Baku Shipyard, LLC
Lam Khee Chong
General Manager